



STRATEGIC PLAN EXECUTIVE SUMMARY

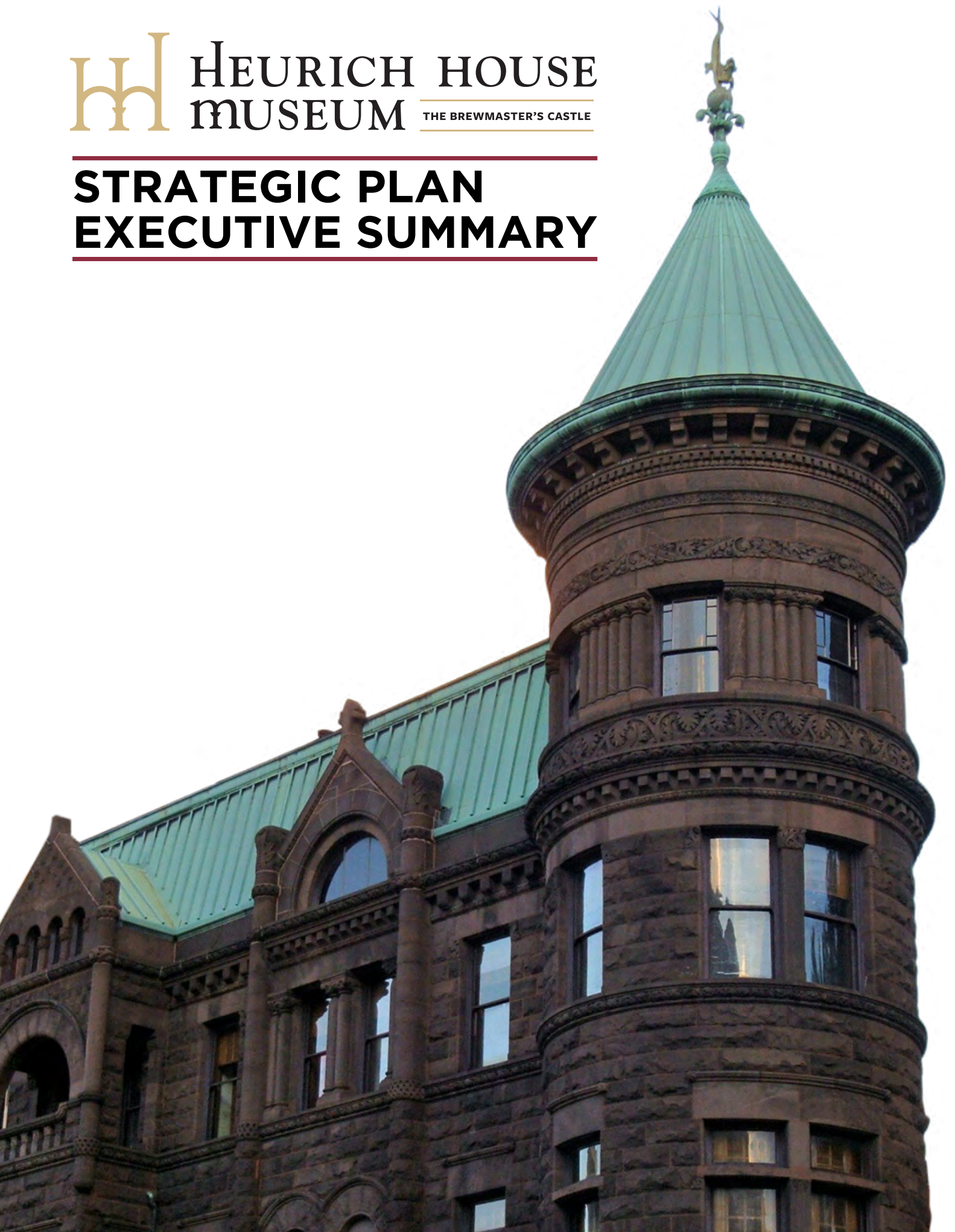




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A NOTE FROM THE DIRECTOR

“The Heurich House Museum strives to be a place that is dynamic and relevant to our modern community, and that more people feel is meant for them. We work to accomplish this ideal through our dual humanities and arts service mission: to explore the American Experience through the legacy of German immigrant Christian Heurich and his successful DC brewery, and to create an equitable path to success for modern local artisans. A strong commitment to preservation and collections stewardship serves as the foundation of all that we do.

The museum’s public history interpretation gives primary voice to the people whose labor underwrote the Heurich family and brewery’s successes - household staff who were often people of color, craftspeople and artists who decorated Heurich’s home, immigrant brewery workers, and women in the family.

We further honor the legacies of the craftspeople who built Heurich’s home by supporting today’s local artisans through our Artisan Development Program, which helps artisans and craftspeople from historically underrepresented groups achieve economic success.

Through this work, we update and elevate traditional notions of what a historic house museum can be: an organization that supports modern-day artists, tells empathetic and inclusive histories, serves as a community gathering space, and enhances its neighborhood’s cultural and economic ecosystem.”

- Kim

EXECUTIVE SUMMARY

Since 2012, the Heurich House has been stewarded by CEO and Museum Director Kim Bender. Under her leadership, the Heurich House embarked on a strategic planning process to assess the current internal and external needs, and to establish organizational aspirations for the next three years through FY2026. This plan reflects the invaluable experience and contributions of the 2022 Heurich House Museum staff and board; experts in DC history and museum programming; local makers, thinkers, and doers; and committed community members.



MISSION STATEMENT:

The Heurich House Museum explores the American Experience through the legacy of German immigrant Christian Heurich and his Washington, DC brewery, and creates a just path to success for local small-scale manufacturers.

VISION STATEMENT:

To be a place that is dynamic and relevant to our modern community, and that more people feel is meant for them.

VALUES:

MAINTAIN AUTHENTICITY & TRANSPARENCY:

Our value stems from the integrity of our historic features, and we will embody that ideal from our business practices to our educational programming.

OPERATE WITH INTEGRITY:

We will lead by example with the soundest and most ethical business practices.

PROVIDE IMPECCABLE HOSPITALITY:

We will provide visitors with an accessible, respectful, positive, unique, and professional experience.

STAY MODERN:

We will integrate the most modern and efficient practices into all operations.

EDUCATE WITH INNOVATION:

We will engage with our communities in inventive and interesting ways.

KEEP IT LOCAL:

As an important part of the local DC community, we use local products and services, and work with local partners.



PROGRAMS:

EDUCATION & PRESERVATION PROGRAM:

To explore the American Experience through the legacy of German immigrant Christian Heurich and his Washington, DC brewery, we:

- Undertake scholarly research to dissect and reframe traditional narratives
- Provide educational experiences that encourage interactive conversations
- Act as responsible stewards of our collections
- Actively expand our physical and intellectual holdings
- Make our cultural resources accessible

SMALL BUSINESS DEVELOPMENT PROGRAM:

To help local small businesses achieve their American Dreams, we provide:

- Classes, mentorship, and knowledge sharing to our peers
- Affordable manufacturing spaces located within the central business corridor
- Sales platforms
- Opportunities to develop unique products

OVERVIEW AND METHODOLOGY

Beginning in August 2022, the Heurich House Museum's leadership team and stakeholders identified seven priorities areas to tackle in this strategic plan – Operational Capacity, Branding and Storytelling, Resource Development, Board Development, Museum Programming, Community Engagement and Diversity, Equity, Inclusion and Access.

To identify these priorities, the Purpose Possible team engaged in a stakeholder engagement process that included one-on-one interviews and anonymous surveys. An environmental scan was also conducted to assess the Heurich House Museum's size and scope alongside peer organizations. Informed by this feedback collected from community partners, staff, board members, and small business partners, the strategic plan development committee and leadership team identified strategic goals for each of those priority areas, as well as strategies and tactics to reach those goals, and metrics to measure progress along the way.

The Board of Trustees was convened to support the development of a strategic framework. Led by the CEO and Purpose Possible team, Board members participated in a full day retreat to review the mission, vision and values of the organization, as well as the proposed goals, strategies, tactics and metrics for Heurich House Museum for next three years. They worked collectively to identify additional strategies and tactics for each goal and challenged each other with hard questions to ensure that this strategic plan is a full reflection of the values and vision of the Heurich House Museum.



OPERATIONAL CAPACITY

GOAL:

The organization's capacities are appropriately sized for its functions

STRATEGIES

- Create a 3-year staffing plan that realigns responsibilities and utilizes outsourcing when needed.
- Build operational, programmatic, and development staffing capacity.
- Clarify decision-making processes across all levels of the organization.
- Center DEAI efforts in museum programming.
- Integrate DEAI into human resources policies, including ongoing staff training.

GOAL:

Achieve mission-aligned structural capacity

STRATEGIES

- Create internal systems that have the correct size and functionality to support operations.
- Create a 10-year master space plan for the site.
- Implement succession planning across the organization.





BRANDING & STORYTELLING

GOAL:

Internal stakeholders have clarity on the organization's mission and vision

STRATEGIES

- Build staff and board capacity and understanding of the organization's purpose and direction.

GOAL:

External stakeholders have clarity on the organization's mission and vision

STRATEGIES

- Develop HHM's storytelling identity.

RESOURCE DEVELOPMENT

GOAL:

HHM has a growth-oriented resource development plan for the next 3-5 years.

STRATEGIES

- Build an aspirational, and achievable, mission-aligned three-year budget.
- Build and execute a resource development plan that delineates foundational giving, corporate fundraising, major gifts, individual giving, membership program, and contributed revenue.





BOARD DEVELOPMENT

GOAL:

Establish an actively engaged 9-member Board of Trustees

STRATEGIES

- Develop a culture of an actively engaged board.
- Create a board culture that embraces clear roles and responsibilities.
- Center DEAI efforts in Board recruitment and development.





MUSEUM PROGRAMMING

GOAL:

All program plans are achievable and mission-aligned

STRATEGIES

- Grow and stabilize the Education Program so that it serves as a strong and solid underpinning of the museum's work.
- Work with our Public Programs consultant to implement a program plan that reflects the museum's DEAI Action Plan.
- Create appropriately-sized budgets for all programs.
- Connect Preservation programming to Education programming.
- Refine the focus, target audience, and service activities of the Small Business Development Program.



COMMUNITY ENGAGEMENT

GOAL:

Heurich House Museum is a community hub and a good neighbor

STRATEGIES

- Establish a more robust system to measure community engagement.
- Document the overarching community engagement strategy.

GOAL:

Heurich House is a leader in the DC history and humanities space

STRATEGIES

- Continue to participate in advocacy and strengthening of the local humanities community.





DIVERSITY, EQUITY, ACCESSIBILITY, AND INCLUSION

GOAL:

Heurich House Museum is a place where everyone feels like they belong

STRATEGIES

- Foster an environment where people feel encouraged to embrace the discomfort of addressing inequity.
- Achieve physical accessibility for visitors throughout the HHM spaces.
- Improve translation and language access to HHM.
- Operationalize HHM’s DEAI Action Plan.



ACKNOWLEDGEMENTS

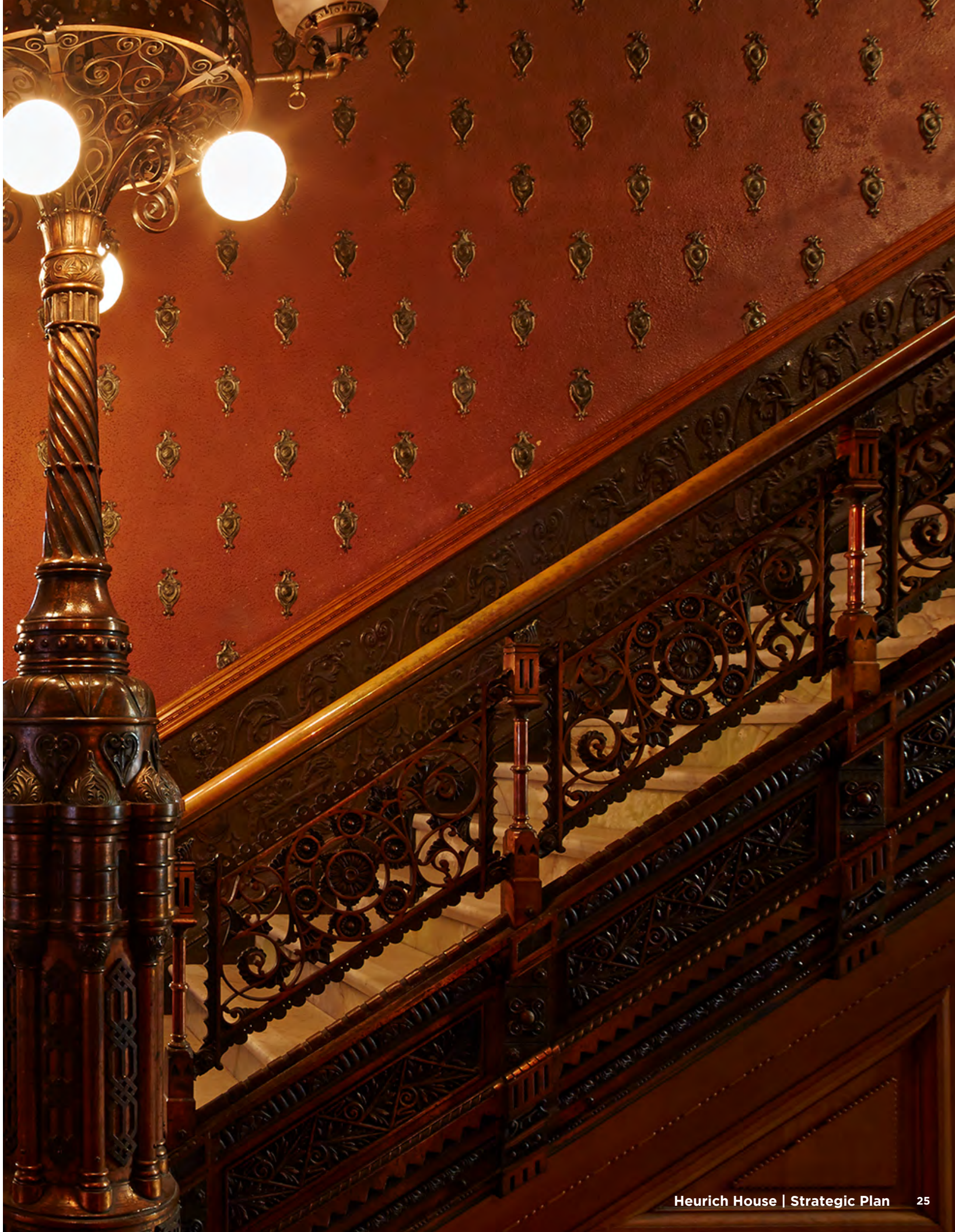
STRATEGIC PLANNING DEVELOPMENT COMMITTEE

Thank you to the members of the Plan Development Committee who contributed their time, energy, and knowledge to the strategic plan!

NAME	TITLE	AFFILIATION
Alex Fraioli	Director, Small Business Development & External Relations	Heurich House Museum
Chris Van Orden	Board Chair	
Danielle Gabrielle	Board Secretary	
Jenna Febrizio	Director, Education & Operations	
Dan Rudie	Preservation Manager	
Kim Bender	CEO & Museum Director	
Thor Cheston	Co-Founder, Owner / Operator	Right Proper Brewing
Kayla Gilchrist	Consultant	Purpose Possible
Xandy McKinley	Associate Consultant	

BOARD OF TRUSTEES

NAME	TITLE
Chris Van Orden	Board Chair
Danielle Gabrielle	Board Secretary
Linnea Hegarty	Board Treasurer
Carlos Carmonamedina	Board Member
Marisela Rodela	Board Member
Benjamin Turner	Board Member





THE BREWMASTER'S CASTLE

Prepared by:
Purpose Possible